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USAID ECONOMIC GROWTH TRAINING (EGT) PROJECT ANNUAL REPORT 2014-2015

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AAR	After Action Review
AWP	Annual Work Plan
CBA	Cost Benefit Analysis
CEA	Cost Effectiveness Analysis
COP	Chief of Party
COR	Contracting Officer's Representative
dTS	Development Training & Services, Inc.
EG	Economic Growth
EGT	Economic Growth Training
EGLC	Economic Growth Learning Center
E3	Bureau for Economic Growth, Education and Environment
E3/EP	Bureau for Economic Growth, Education and Environment/Office of Economic Policy
E3/TRR	Bureau for Economic Growth, Education and Environment/Office of Trade and Regulatory Reform
FDI	Foreign Direct Investment
GCC	Global Climate Change
IGD	Inclusive Growth Diagnostics
KDMD	Knowledge-Driven Microenterprise Development
LOE	Level of Effort
LMS	Learning Management System
PMP	Performance Management Plan
PMT	Project Management Team
SOW	Scope of Work
USAID	United States Agency for International Development
VoPP	Voice over Power Point
WLC	Washington Learning Center

EXECUTIVE SUMMARY

The USAID Economic Growth Training (EGT) Project is an extension of the technical leadership that is at the core of the mission of the Bureau for Economic Growth, Education and Environment (E3).

The EGT Project's goals are three-fold:

1. Create a common and shared base of technical knowledge for all Economic Growth (EG) officers;
2. Strengthen the sense of network and communities of practice among EG officers; and
3. Improve knowledge sharing and dissemination of best practices and lessons learned.

The EGT Project's objective is two-fold:

1. Train a critical mass of EG officers rapidly and cost-effectively through use of current classroom and distance learning technologies during the life of the activity; and
2. Develop the ability of EG officers to identify the key economic growth challenges and obstacles in developing countries and to design and manage practical program interventions to address these challenges effectively.

During the third year, the EGT Project conducted a range of training activities. Milestones of the third year of the EGT Project include the following:

- The EGT Project ran webinars from DC in the Mozambique local time zone for the USAID Global Climate Change Mitigation Course – held in Mozambique from October 20-24, 2014.
- The EGT Project ran webinars from DC in the Mozambique local time zone for the USAID Global Climate Change Adaptation Course – held in Mozambique from October 27-31, 2014.
- The EGT Project facilitated webinars and provided logistical support for the USAID Inclusive Growth Diagnostics (IGD) Workshop held at the Washington Learning Center (WLC) on October 27-28, 2014.
- The Annual Report for the second year of the EGT Project and the Annual Workplan (AWP) for the third year were submitted to USAID on October 30, 2014.
- In January 2015 the EGT Project submitted to USAID a site review of the Economic Growth Learning Center (EGLC) and began a systematic review of materials on the EGLC, to determine whether to archive the materials or move them to another USAID online platform, such as the Learning Management System (LMS), USAID University.
- The EGT Project tested the Economic Growth in Post Conflict Course, reformatted modules as necessary and placed the course online on the LMS, USAID University in September 2015.

This annual report for the third year of the EGT Project is submitted to USAID on October 30, 2015 in conjunction with the AWP for the fourth year.

I. INTRODUCTION

BACKGROUND

The USAID Bureau for Economic Growth, Education, and Environment's Office of Economic Policy (E3/EP) and Office of Trade and Regulatory Reform (E3/TRR) offer a suite of courses to improve USAID officers' skills and knowledge of the principal components of economic growth (EG). The suite provides participants with a common understanding of:

- What USAID means when it discusses EG;
- The generalized approach USAID takes toward assisting EG;
- Diagnostic tools applicable for different program elements; and
- Best practices for USAID interventions, based on donor field experience.

Courses include: an introductory EG overview course; certification courses (financial services; and trade and foreign direct investment [FDI]); in-depth courses focused on specific components of EG (global climate change adaptation, global climate change mitigation and inclusive growth diagnostics [IGD]); cost benefit analysis (CBA); cost effectiveness analysis (CEA); and a course on EG in post-conflict environments.

The courses utilize a blended learning approach, including: online materials for the pre-work component of the in-person EG overview course; online certification courses; in-person in-depth courses; and in-depth courses utilizing videoconferencing and webinars.

LIFE OF PROJECT ACTIVITIES

The life of this EGT Project contract is four years, with an overall ceiling of \$3,999,778.65. While the majority of activities under this contract will be conducted in Washington, DC, some activities may be conducted overseas.

II. EGT PROJECT ACTIVITIES

This annual report describes the activities that took place during the third year of the EGT Project, from October 1, 2014 – September 30, 2015.

The annual work plan (AWP) for the third year explained that EGT Project activities would be conducted in the eight areas described below.

1. Develop, Implement, and Disseminate a Suite of Training Activities and Materials to Increase Economic Growth Knowledge:

A brief description of each of the courses is provided below.

a. Economic Growth Overview Course:

The last iteration of the EG Overview Course was held in June 2014 and an After Action Review (AAR) was held on August 12, 2014. As a result of the AAR, it was determined that the EG Overview Course would not be presented in year three. Instead, the EGT Project brainstormed with USAID about the future of the course.

In summer 2015 USAID informed the EGT Project that it would like to offer the course during year four of the EGT Project. In September 2015 the EGT Project began preparing a budget for the course.

b. Certification Courses:

The EG Certification Courses are on-line courses that provide participants in-depth training in the six thematic economic growth areas. A single course contains approximately 40 hours of on-line instruction, using a host of formats: Voice over PowerPoint (VoPP), video, on-line readings, etc. The certification courses are 100 percent voluntary, providing USAID employees with the ability to further their professional development. USAID employees achieve certification if they pass the certification exam, a sampling of 50 questions randomly drawn from a course's bank of 500 questions. Certification appears in an employee's official records and is a means by which the employee may demonstrate competency in relation to the USAID employee skills matrix.

The two certification courses currently available are: Financial Services; and Trade and Foreign Direct Investment (FDI).

During year three, the EGT Project provided updates to USAID about the number of persons registered for the courses.

c. In-Depth Courses:

During the third year, the EGT Project provided logistical support for four in-depth courses.

The EGT Project ran webinars from DC in the Mozambique local time zone for the USAID Global Climate Change Mitigation Course – held in Mozambique from October 20-24, 2014, 2014.

The EGT Project ran webinars from DC in the Mozambique local time zone for the USAID Global Climate Change Adaptation Course – held in Mozambique from October 27-31, 2014.

The two courses were evaluated as successful.

The EGT Project facilitated webinars and provided logistical support for the USAID Inclusive Growth Diagnostics (IGD) Workshop held at the Washington Learning Center (WLC) on October 27-28, 2014.

The workshop was evaluated as successful.

The EGT Project tested the Economic Growth in Post Conflict Course, reformatted modules as necessary and placed the course online on the LMS, USAID University in September 2015.

d. Cost-Benefit Analysis and Cost-Effectiveness Analysis:

Cost-Benefit Analysis (CBA) and Cost-Effectiveness Analysis (CEA) are two important analytical tools to assess and refine project designs, and establish baseline projections against which project success can be evaluated. CBA weighs costs against benefits, taking into account long-term impacts in a "with or without project" approach. CEA can reveal the most cost-effective method when the development objective is already given, taking into account true costs to stakeholders that may not be readily visible in the market.

During the third year, no CBA or CEA courses were offered.

e. CBA Fundamentals Workshop:

During the third year of the EGT Project, no CBA Fundamentals Workshop was conducted.

2. Develop and Implement a USAID Economic Growth Officers Conference:

This event was not held in 2014/2015.

3. Maintain, Update and Enhance the Economic Growth Learning Center Website:

In January 2015 the EGT Project submitted to USAID a site review of the EGLC website and an implementation plan (EGLC Next Steps) to outline the sub-tasks resulting from the EGLC site review.

In the EGLC next steps document, the EGT Project presented a detailed methodology to conduct and document the decision-making process to archive materials currently on the EGLC or transfer materials from the EGLC to the LMS/USAID University. The COR approved the process. In February 2015 the EGT Project began to send to the COR a content review questionnaire for each

course on the EGLC, with the exception of the Economic Growth Overview Course. The COR began reviewing the documentation. In February 2015 she approved three content review questionnaires, thereby approving the archiving of materials from three courses. This sign-off returns the stewardship of these materials to USAID. The review of the remainder of the courses, including the Economic Growth Overview Course, will continue into year four of the EGT Project.

USAID may decide to transfer some of the materials from the EGLC website to the LMS, USAID University, provided: the content of the materials are still relevant, timely and useful; the materials can be converted from their current format into an on-line format compatible with USAID University; and the benefit of the conversion and transfer of the materials outweighs the cost.

4. Provide Logistical Support and Oversight:

The EGT Project provided logistical support and oversight to the activities listed in the EGT Project contract and described in sections one through eight of this annual report as well as to other activities requested by USAID and described in the separate section of this annual report following section eight below.

5. Promote EGLC, EGT Training and EGT Resources:

On November 1, 2014 the EGT Project drafted a one-page fact sheet about the EGT Project. The fact sheet is used to inform stakeholders about the EG training available and the EGT Project. It was updated to reflect activities undertaken during year three.

6. Work with E3 Economic Growth Staff, other USAID Staff, Technical Experts from Other USAID Contracts and Grants, and Outside Technical Experts to Meet Activity Objectives and Deliver Activity Products:

During the third year, the EGT Project worked with E3 EG staff, other USAID staff, technical experts from other USAID contracts and grants, and outside technical experts to meet the objectives of the training activities and events as well as deliver activity products.

For example, the EGT Project worked with different activity managers / course facilitators for the GCC courses, IGD Workshop and the EGPC online course.

7. Monitor Performance, Assess Impact, and Adjust Activities Accordingly:

The Performance Management Plan (PMP) was submitted to USAID on February 8, 2013 and approved on March 26, 2013. The plan describes how dTS and USAID measure the efficacy of the training in achieving the EGT Project's goals, then adjust activities as necessary.

During the third year of the EGT Project, the EGLC website was the one training mechanism which was comprehensively evaluated by the EGT Project. The EGLC site review is described in section three above.

8. Required Professional Skills:

During the third year, the EGT Project Management Team (PMT) had the experience, expertise and skills necessary to achieve the objectives of the contract. Specifically:

Cecilia Basso, Deputy Director, Capacity Development and Learning, dTS, provided corporate management of the EGT Project. Ms. Basso holds a Bachelor's Degree in Political Science and has over 10 years of experience in project management, recruitment and proposal development.

Geoffrey Mazullo, Chief of Party (COP), has over 22 years of experience working on capital market and corporate governance programs for USAID and other donors, including over 13 years as Chief of Party. In addition, he has 17 years of experience designing and conducting adult professional education, on topics including: corporate governance; corporate social responsibility (CSR); socially responsible investment (SRI); and sustainable development. He holds a Master of Science from the London School of Economics and Political Science and a Bachelor of Science in Foreign Service from Georgetown University.

Kate Hughes is Program Manager. Kate has over 16 years of experience in adult learning and training, including curriculum development and education coordination and has taught in 19 countries. Kate holds a Master's degree and a Bachelor's degree in Education and is prepared with a curriculum in Policy, Strategic Planning, and Instructional Design.

Ruvinda Pilapitiya is Program Associate. Mr. Pilapitiya holds a Master's Degree in International Development Studies and has three years of experience as a project associate and recruitment assistant.

Other Activities as Requested:

The AWP for year three explained that in addition to the above-mentioned activities/training courses specifically mentioned in the EGT Project contract, the COR may instruct the EGT Project to work on other training activities that fall under the SoW outlined in the contract.

During the third year, the EGT Project worked on the following activities requested by the COR:

During year three, the EGT Project provided updates to USAID about the number of persons registered for the two certification courses.

III. EGT PROJECT MANAGEMENT

SCOPE OF THE ANNUAL REPORT

This annual report covers the time period October 1, 2014 – September 30, 2015.

Overall Direction and Approach

The EGT Project contract is demand driven and responds to the needs of the E3/EP Office for various training.

The AWP for the third year of the EGT Project noted that some of the activities described are notional and might not be required during the third year of the project. Likewise, it was noted in the AWP that other needs that were currently not projected on the USAID EGT calendar might arise and might be implemented under this contract, as consistent with the overall SOW.

The COP communicated regularly with the COR during bi-weekly meetings. Also, the COP and EGT project staff communicated regularly with relevant EG officers in the E3/EP Office who served as activity managers and/or course facilitators of specific activities/courses.

Staffing and Management

During the third year of the EGT Project, the level of effort (LOE) of the management and implementation staff was as follows:

Key Personnel

- Chief of Party, Geoffrey Mazullo (as of September 1, 2013) – up to 50% LOE;

Non-Key Personnel

- Project Director, Cecilia Basso (as of June 22, 2015) – up to 10% LOE;
- Program Manager, Kate Hughes - 90-100% LOE; and
- Program Associate, Ruvinda Pilapitiya (as of June 22, 2015) – up to 75% LOE.

Time dedicated to the EGT Project each month varied in-line with the level of project activity.

The above-mentioned team worked from dTS's offices in Arlington, Virginia and was supported by corporate finance and accounting, contracts, human resources and information systems.

The EGT Project is implemented by dTS, in cooperation with approved sub-contractors Abt Associates and Development InfoStructure Inc. (Devis).

Monitoring and Evaluation

The approach that the EGT Project utilizes for monitoring and evaluation (M&E) aligns with the overall dTS approach to M&E and incorporates Kirkpatrick's Levels of Evaluation methodology.

This training evaluation methodology, along with the PMP plan, ensured that the project activities aligned with the stated goals of the project.

During the third year of the EGT Project, the EGLC website was the one training mechanism which was comprehensively evaluated by the EGT Project. The EGLC site review is described in section three above.

Communications and Collaboration with other Implementing Partners of EGT Events

The EGT Project coordinated with other implementers providing training services to the EP Office and other relevant USAID offices.

Reporting

The annual report for the second year of the EGT Project and the AWP for the third year were submitted to USAID on October 30, 2014.

This annual report for the third year of the EGT Project is submitted to USAID on October 30, 2015 in conjunction with the AWP for the fourth year.

APPENDIX

PROJECT ORGANIZATIONAL CHART

